DOCUMENT RESUME

ED 382 807 CE 068 894

TITLE	PSI Member Profile.
INSTITUTION	Professional Secretaries International, Kansas City, MO.
PUB DATE	93
NOTE	35p.
PUB TYPE	Reports - Research/Technical (143) -- Statistical Data (110)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Adults; *Demography; *Employer Employee Relationship; *Employment Qualifications; Income; Life Style; *Occupational Information; Office Automation; *Secretaries; *Work Environment
IDENTIFIERS	*Professional Secretaries International

ABSTRACT

A survey of 2,700 of the 27,000 members of Professional Secretaries International received 755 responses yielding the following profile of secretarial workers: (1) the average member is female, about 45 years old, married with no dependents living at home, and owns a single-family home in the suburbs; (2) most respondents have worked in office or secretarial positions for 11 to 25 years, and 7 percent have been in the field for 36 or more years; (3) half of those responding intend to remain in the secretarial field; (4) the average income of respondents is $27,147, with higher incomes for secretaries working for a boss with a higher title; (5) more than 40 percent work for only one executive; (6) almost 93 percent have a computer in the workplace and 45 percent have a computer at home; and (7) the majority of respondents have achieved the Certified Professional Secretary rating. (Four appendixes contain survey statistics on demographics and lifestyles, compensation, type of workplace, and responsibilities of the respondents.) (KC)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED 382 807

research and educational foundation

psi

MEMBER PROFILE

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☑ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

BEST COPY AVAILABLE

Since 1942, Professional Secretaries International® has set the standard for secretarial professionals everywhere, and is the premier organization for secretaries and related office professionals with nearly 40,000 members and affiliates throughout the world.

Today, more than ever, success in an office career demands a broad range of skills and constant updating of knowledge and abilities through continuing education. PSI provides education, training, and sets standards of excellence recognized on a global perspective by the business community.

The PSI mission is to be the acknowledged, recognized leader of office professionals and to enhance their individual and collective value, image, competence, and influence.

To enhance the image of all secretarial professionals PSI, in 1952, originated and continues to be the sole sponsor of Professional Secretaries Week and Professional Secretaries Day observed each year the last full week in April.

PSI, through its department Institute for Certification, develops and administers the examination culminating in the highest standard of proficiency with the rating of Certified Professional Secretary. The efforts of students in business education are supported with PSI membership and through college and high school organizations under the guidance of the Institute for Education, a PSI department.

Forecaster of trends and changing directions, PSI publishes *The Secretary* magazine for immediate on-the-job information, *Vision* member newsletter reporting association activity and benefits; and coordinates and conducts research, distributes findings, and provides public information on related subjects through a nonprofit trust, PSI Research and Educational Foundation.

At the association's annual international convention, PSI offers a program of outstanding speakers at myriad seminars awarding the Continuing Education Unit. Professional development products such as independent study courses, video and audio cassettes, and office/business-related text and reference books are available from the association's world headquarters.

PSI members and the association benefit from the respect and financial support of employer organizations. To recognize an employer organization that has established policies and programs to encourage and support the advancement and effectiveness of office professionals, PSI presents an annual Award for Excellence.

For more information about Professional Secretaries International, phone 816/891-6600.

Trademarks and Registered Servicemarks of Professional Secretaries International®, PSI®, Certified Professional Secretary®, CPS®, The Secretary®, Collegiate Secretaries International℠, CSI℠, Future Secretaries Association®, FSA®, International Secretary of the Year®, Professional Secretaries Week®, Professional Secretaries Day®.

Professional Secretaries International® Member Profile

Executive Summary

The PSI Member Profile presents the findings of a survey conducted by Professional Secretaries International, sponsored by Priority Management Systems Inc., to determine the current composition of the association's membership. A total of 2,700 questionnaires were sent (10 percent of the total membership) with 755 responding. All of the respondents are members of PSI, and 61 percent belong to no other professional association. A previous survey of this kind was administered in 1987.

The information obtained indicates that the average member is female, around 45 years of age, and married. Half of the respondents have no dependents but those with dependents have only one or two. The average member owns a single-family home, lives in the suburbs, drives alone to work in a mid-size car with a commute time of less than 20 minutes.

Most respondents have worked in office/secretarial positions 11 to 25 years and 7 percent have been in the field for 36 or more years. Half of those responding intend to remain in the secretarial profession. In the 1987 study, 36 percent planned to advance into management, compared to 16 percent with the same goal today.

The majority of respondents have achieved the Certified Professional Secretary (CPS) rating and of those who have not, almost 20 percent are pursuing the rating. Over 43 percent of respondents have completed some level of postsecondary education and more than 22 percent are enrolled in educational courses.

Personal income has increased in the past five years. The average income is $27,147, yet secretaries' titles and supervisors' titles clearly influence the salaries. Working for a CEO, President/Vice President, or Chairman of the Board earns higher average incomes than any other supervisors' titles listed.

Thirty-two percent of respondents work for their company's president or vice president and the percentage of respondents who work for one executive has increased from 35 percent in 1987 to over 43 percent today.

Nearly 60 percent of respondents have the word "secretary' in their title, although there are several job titles that are gaining in popularity.

About one-fourth of respondents work for companies with multinational locations and about the same number work for companies with one location.

Almost 93 percent of respondents use a PC in the workplace and nearly 45 percent have a PC in their home. This is evidence of the changing and increasing responsibilities of office professionals in managing information. It is also evidence of the specialized knowledge and supervisory and training skills required.

PSI believes this Member Profile positions today's secretaries and related office professionals in the forefront of global offices as the 21st Century draws nearer.

CONTENTS

Chapter 1:
Demographics and Lifestyles 1

Chapter 2:
Compensation 7

Chapter 3:
Workplace 11

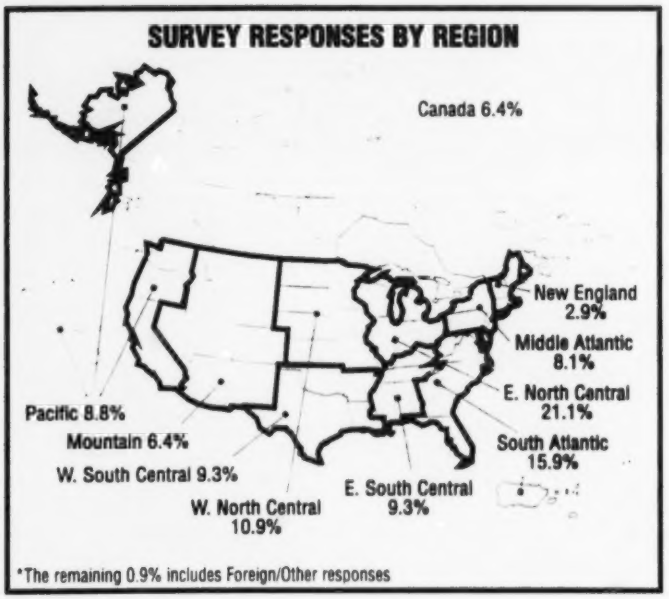
Chapter 4:
Responsibilities 19

Appendix

Chapter 1:
Demographics and Lifestyles

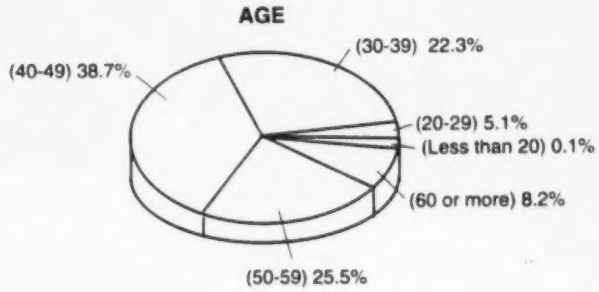
PSI® members have been in secretarial positions for an average of 21 years and half of those responding intend to remain in the secretarial profession.

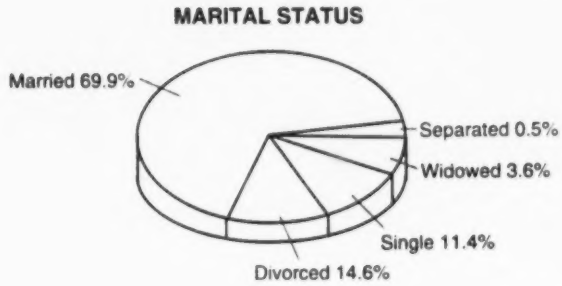
Demographics



Since the previous membership survey conducted in 1987, the demographic profile of PSI® members has changed very little. Although, there is a smaller concentration of members in the 20-29 year age bracket and an increased number of members in the 40-49 bracket.

Respondents are 99.5 percent female and the average age is 45.3 years. About 70 percent are married and a majority have no dependents.





Over 25 percent of single respondents have parents residing in their homes and over 9 percent of these respondents list parents as dependents.

MARITAL STATUS BY PERSONS RESIDING IN HOME OTHER THAN SPOUSE*

Persons Residing	Married	Single	Divorced	Widowed	TOTAL
Children 18 and under	34.8%	4.7%	27.3%	18.5%	29.4%
College students	11.0%	4.7%	14.5%	3.7%	10.5%
Parents	2.5%	25.6%	9.1%	11.1%	6.4%
Other	7.8%	18.6%	11.8%	22.2%	10.1%
None	55.9%	58.1%	49.1%	59.3%	54.8%

MARITAL STATUS BY NUMBER OF DEPENDENTS*

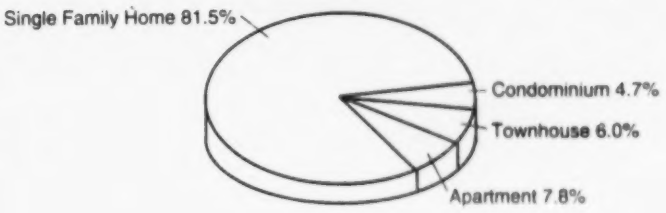
Dependents	Married	Single	Divorced	Widowed	TOTAL
Children 18 and under	39.0%	4.5%	35.5%	11.1%	33.4%
College students	15.0%	1.1%	15.5%	7.4%	13.4%
Parents	1.9%	9.1%	3.6%	3.7%	3.2%
Other	4.4%	1.1%	2.7%	3.7%	3.7%
None	53.8%	84.1%	57.3%	85.2%	58.7%

*percentages totalling more than 100% reflect multiple responses

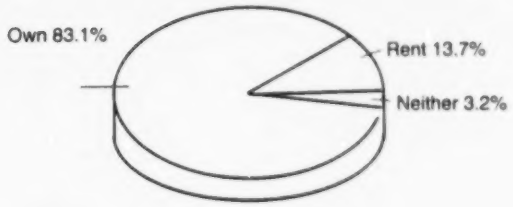
Lifestyle

Respondents are most likely to reside in a single-family home and own their own home.

HOME TYPE



HOME OWNERSHIP



Almost 60 percent have pets, which are most likely to be dogs (37.5%) and cats (31.5%).

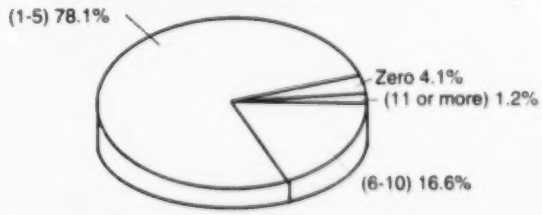
PETS	
Dog	37.5%
Cat	31.5%
Fish	5.7%
Other	7.6%
None	41.9%

Mid-size automobiles are most common, representing nearly half of respondents.

CAR DRIVEN	
Compact	19.9%
Mid-size	48.8%
Luxury	12.9%
Truck	4.8%
Sports car	6.7%
Other	6.8%

Almost 96 percent of respondents have credit cards and it is most common to have three to five credit cards.

NUMBER OF CREDIT CARDS



Over 90 percent of respondent have read one or more books in the past six months and over 20 percent had read 11 or more books in that time frame.

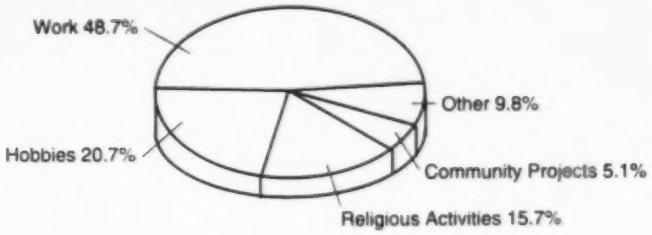
BOOKS READ IN THE LAST SIX MONTHS	
Zero	9.7%
1-4	43.2%
5-10	25.9%
11-20	11.8%
21 or more	9.4%

Respondents are also readers of periodicals. After *The Secretary* (94%), the most popular periodicals are *Working Woman* (29.1%), *Newsweek* (19.2%), *Time* (18.9%), *USA Today* (16.7%), and *Business Week* (12.7%). Other popular reading materials are local newspapers (11.1%),

Good Housekeeping (10.1%), *Better Homes & Gardens* (9.1%), *Reader's Digest* (8.5%), *Wall Street Journal* (7.8%), and *US News & World Report* (7.4%).

Nearly half of respondents state that work is the most rewarding aspect in their life other than family.

MOST REWARDING ASPECT IN LIFE OTHER THAN FAMILY



Almost half of respondents live in suburban locations and 63.4 percent commute less than 20 minutes to work. Over 86 percent drive to work alone.

Almost 45 percent of respondents have a personal computer at home and it is most likely an IBM-compatible PC.

Professional Life

YEARS IN OFFICE/ SECRETARIAL POSITIONS	
1-5	3.0%
6-10	9.7%
11-15	16.0%
16-20	22.1%
21-25	18.3%
26-30	14.7%
31-35	8.3%
36 or more	7.3%

The average amount of time the respondents have held office or secretrial positions is about 21 years.

About half of respondents plan to remain in a secretarial position. In 1987, 36 percent planned to advance into management, compared to 16 percent with the same goal today. Current respondents are more likely to consider moving into different positions and changing careers.

Fifty-seven percent of respondents have received the Certified Professional Secretary® rating and 19.2 percent of those who have not yet achieved the CPS® rating are pursuing it.

HOME LOCATION	
Urban	25.5%
Suburban	48.1%
Rural	26.4%

PERSONAL COMPUTER AT HOME	
IBM Compatible	36.2%
Macintosh	2.6%
Other	5.9%
None	55.3%

CAREER GOAL	
Remain in Secretarial	50.4%
Advance into Management	16.2%
Move into a different position	14.0%
Change careers	9.1%
Other	10.3%

Education

Over 22 percent are enrolled in educational courses and those with goals other than remaining a secretary are more likely to be enrolled.

Over 43 percent of the respondents have completed some level of postsecondary education—ranging from Junior/ Community College certification to Master's Degree. One respondendent has achieved a Doctorate.

Not many respondents intend to continue postsecondary education beyond their current level. Eighteen percent, though, do indicate that a Bachelor's Degree is their ultimate goal.

All of the respondents are members of PSI and 61 percent belong to no other professional association. Of those who do belong to other associations or organizations, only three organizations are significantly represented: National Association of Female Executives (4.5%), American Business Women's Association (2.5%), and National Association of Executive Secretaries (1.7%).

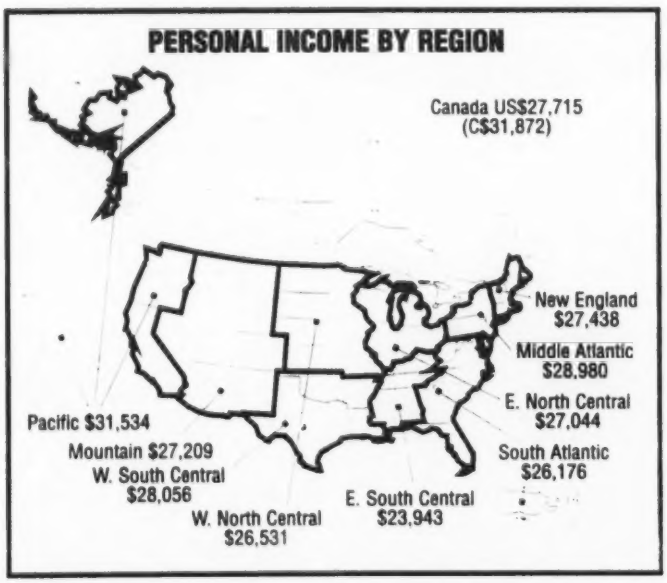
Refer to Appendix A for additional information.

Chapter 2:
Compensation

The secretarial profession is displaying a steady increase in overall salaries, but what still matters is where you work and who you work for.

Salaries

The average salary of PSI members is $27,147, which represents an approximate 6.3 percent annual increase since 1987, when the estimated average salary was $20,640. In Canada, PSI members average US$27,715 or C$31,872. This represents an annual increase of approximately 6.7 percent since 1987, when the average salary was C$23,900.



The highest paying area in the US is the Pacific, with average salaries of about $31,500. The lowest paying region is the East South Central, with salaries averaging $23,943.

Almost half of respondents believe that their salary is average for their area and one-third believe it to be above average. However, those who state that their income is average have an average income of $25,620, which is over $1,500 lower than average.

On average, secretaries who have attained the CPS rating ($28,102) make about $1,400 more than those who have not ($26,693).

About one-fourth of members are the sole support of their household and 56.2% need their income to help support the household but are not the sole support.

Salary Increase

Just over half of respondents report their last salary increase to be less than 5 percent and 42.8 percent received an increase between 5 and 10 percent. About 69 percent of respondents report that their last increase came within the past year.

Almost half state that their last increase was given for merit and those who received a merit increase are slightly more likely to receive a 5 percent increase or higher. Categories that are far more likely to receive a 5 percent or higher increase are CPS attainment (97.2%), promotion (80%), or greater responsibility (71.9%). Almost one-third of respondents who received a raise for their promotion garnered more than 10 percent.

Job Titles and Education

The highest paying title is Executive Assistant ($33,935), which pays almost $9,000 more than the title of Administrative Secretary ($25,080) and almost $10,000 more than that of Secretary ($24,324).

It pays to work for a VIP. Those reporting to a CEO ($34,937), President/Vice President ($29,023), or Chair ($28,844) walk away with the highest average incomes.

In terms of education, the highest incomes go to those with at least some Junior/Community or College/University credit. However, *more* is not necessarily *better*.

REASON FOR LAST SALARY INCREASE BY AMOUNT

	5%	5-10%	10%
Merit	46.1%	51.4%	2.5%
Cost of Living	72.9%	25.0%	2.1%
Greater Responsibility	28.1%	62.5%	9.4%
Promotion	20.0%	48.9%	31.1%
CPS Attainment	2.8%	97.2%	0.0%
Annual/Automatic	58.0%	40.9%	1.1%
Other	47.8%	52.2%	0.0%

AVERAGE PERSONAL INCOME BY TITLE

Executive Assistant	$33,935
Instructor (Education)	$33,792
Coordinator	$30,053
Office Manager	$29,357
Executive Secretary	$28,505
Administrative Assistant	$28,018
Senior Administrative Assistant	$27,187
Senior Secretary	$26,249
Other	$25,593
Administrative Secretary	$25,080
Secretary	$24,324

AVERAGE PERSONAL INCOME BY SUPERVISOR'S TITLE

CEO	$34,937
President/VP	$29,023
Chair	$28,844
Superintendent	$27,925
Manager	$27,783
Supervisor	$27,739
Administrator (Education)	$27,100
Other	$26,933
Administrator	$25,150
Director	$24,858
Secretary	$22,800
Officer	$22,900
Owner/Principal	$22,756

AVERAGE PERSONAL INCOME BY POSTSECONDARY EDUCATION

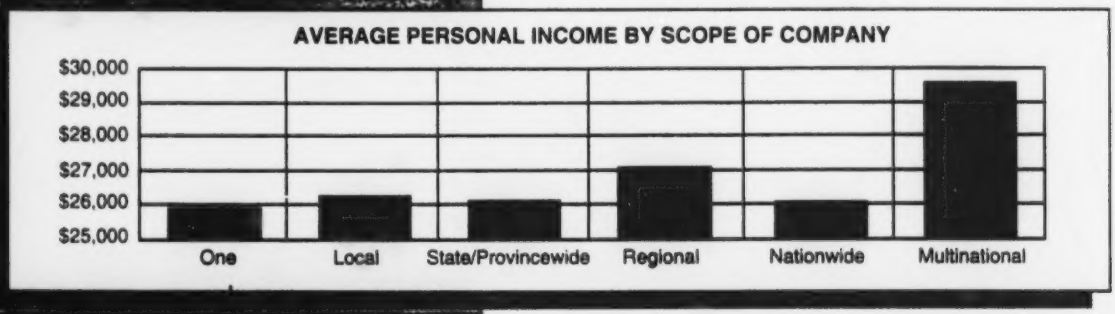
Doctoral Degree	$40,000
Master's Degree	$32,623
Some Postgraduate Work	$32,467
Some Junior College	$27,772
Some College/University	$27,453
Bachelor's Degree	$27,217
Associate Degree	$27,161
None	$26,913
Business/Tech School (2 Year)	$25,219
Business/Tech School (1 Year)	$25,100
Junior College Certificate	$24,202

Those attending business/technical schools or certificate programs do not produce higher incomes than those with no postsecondary education. In fact, they did not do quite as well. However, 90% of those who have no postsecondary education have been in the secretarial field more than 10 years and length of experience has a significant impact on salary averages.

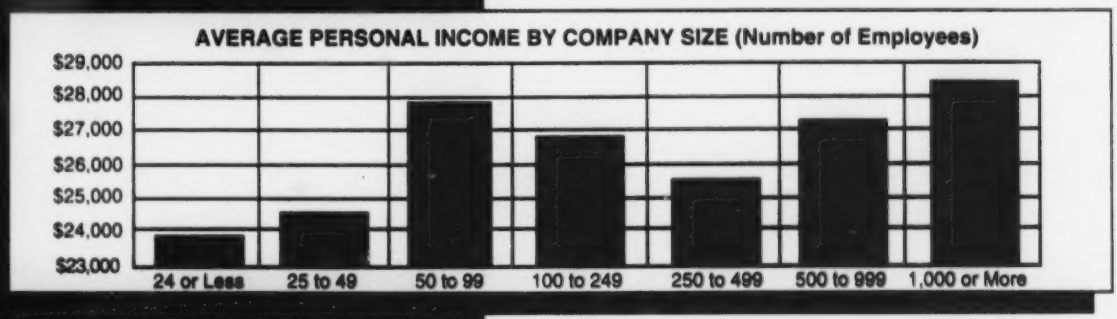
Workplace

The location of your office does have an impact on pay scales. Average personal income for those working in suburban locations ($28,209) top the list, followed by urban locations ($27,183), and rural locations ($24,568).

Very small companies (24 or fewer employees) are likely to offer below average pay scales ($23,763), while the largest companies (1,000 or more employees) are good prospects for above average compensation ($28,443).



Multinational companies are the only category with better than average pay scales, and their average pay of $29,520 is significantly higher than the next closest category in terms of company scope.



Respondents who support one executive average $28,514 per year and, in general, the fewer executives a secretary supports, the higher the income. However, those who support 11 or more executives average $26,610—slightly higher than those who support 2-3 ($26,159).

Industry

Industries with better than average pay scales include Sales/Marketing ($33,088), Media ($29,943), Temporary Help ($29,600), and Manufacturing/Utilities ($28,067). In addition, business educators average $32,892, which is significantly higher than average for other PSI members.

For average pay scales look to Retail ($27,561), Real Estate ($26,940), and Personnel/Human Resources ($26,850). The two lowest paying industries are Finance/Banking ($25,045) and Nonprofit ($23,925).

Responsibilities

Respondents who are responsible for some training duties average about $900 more per year than those who do not train. Also, those who are responsible for recommending or initiating the purchase of PCs earn over $1,000 more than those who do not.

Other Compensation

Just over half of respondents receive overtime and about one-third receive compensatory time. About 20 percent are eligible for bonus and about 16 percent may use flex time.

On average, respondents earn 16.5 vacation days each year. In years 1-5 of employment, respondents average 12.7 vacation days, which jumps to 16.2 vacation days for years 6-10 and gradually increases, topping out at an average of 22.8 vacation days for years 26 or more.

Fringe benefits generally include health and life insurance, a retirement plan, and dental coverage. Over half of respondents also receive tuition assistance, disability coverage, and a credit union.

In the past five years, fringe benefits have increased in all categories except profit sharing, which remains constant. Those benefits which see an increase of 8 percent or higher are Long-Term Disability (13.9%), Optical (13.1%), Pension/Retirement (9.2%), Tuition Assistance (9.2%), and Dental (8.5%). Although child care is still one of the least common benefits, it reveals an increase of 4.8 percent.

AVERAGE PERSONAL INCOME BY INDUSTRY

Sales/Marketing	$33,088
Education (Business Educator)	$32,892
Media	$29,943
Temporary Help	$29,600
Other	$28,311
Manufacturing/Utilities	$28,067
Retail	$27,561
Real Estate	$26,940
Personnel/Human Resources	$26,850
Service	$26,296
Accounting/Consulting	$26,269
Government	$26,208
Education (Secretary)	$26,166
Advertising/PR	$26,043
Engineering/Architecture	$25,829
Healthcare	$25,509
Legal	$25,355
Finance/Banking	$25,045
Nonprofit	$23,925

FRINGE BENEFITS

Life Insurance	89.5%
Major Medical	86.9%
Hospitalization	85.6%
Pension/Retirement	84.2%
Dental	73.5%
Tuition Assistance	67.2%
Long-term Disability	66.9%
Credit-Union	53.4%
Optical	37.1%
Deferred Income	34.0%
Profit Sharing	27.3%
Child Care	7.8%
Elder Care	2.5%
Other	9.9%

Refer to Appendix B for additional information.

Chapter 3:
Workplace

The most important job factor in the workplace has shifted from a good salary to a good working relationship with the supervisor.

Titles

Usage of the title "secretary" continues to decline. In 1979, 46 percent of PSI members held the title secretary, but by 1987, only 33 percent held that title. Today, 31 percent of members hold the title secretary.

Those who hold titles containing the word secretary represent almost 60 percent of the membership, down from 68 percent in 1987 and 76 percent in 1979. The remaining 40 percent hold titles ranging from administrative/executive assistant, to coordinator, to office manager.

Managers

Thirty-two percent of respondents work for their company's president or vice president, almost 22 percent work for a manager, and 18 percent work for a director.

The percentage of respondents who work for one executive has increased from 35 percent in 1987 to 43.2 percent. The percentage of those supporting four or more executives has decreased from 27 percent in 1987 to 21.5 percent.

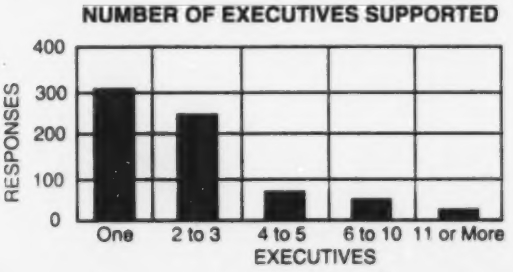
CURRENT TITLE

Secretary	31.2%
Executive Secretary	17.3%
Executive Assistant	6.8%
Administrative Assistant	6.6%
Administrative Secretary	6.6%
Office Manager	5.7%
Senior Secretary	4.0%
Educator/Instructor	2.6%
Coordinator	2.5%
Other	16.5%

IMMEDIATE SUPERVISOR'S TITLE

President /VP	32.3%
Manager	21.6%
Director	18.0%
Other	12.6%
CEO	2.7%
Chair	2.4%
Owner/Principal	2.0%
Superintendent	2.4%
Supervisor	1.4%
Officer (other than CEO)	1.3%
Administrator-Education	1.1%
Administrator-Other	1.1%
Secretary (or related)	1.0%

NUMBER OF EXECUTIVES SUPPORTED



Company Facts

Thirty percent of respondents have worked for their present employers five years or less. Another 25 percent have worked for their employers for 16 or more years.

Over 46 percent of respondents work for companies with 1,000 or more employees, while over 22 percent work for companies with fewer than 100 employees.

About one-fourth of respondents work for companies with one location and about the same number work for companies with multinational locations.

SCOPE OF COMPANY	
One Location	25.9%
Local Locations	16.3%
State/Provincewide	9.4%
Regional	10.8%
Nationwide	12.2%
Multinational	25.4%

Twenty-two percent of respondents work in Manufacturing/Utilities. The next most common responses are Healthcare (10.7%), Government (9.9%), and Education (Non-teachers) (8.1%).

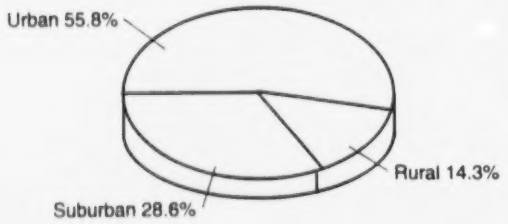
INDUSTRY OF EMPLOYER	
Manufacturing/Utilities	22.0%
Healthcare	10.7%
Government	9.9%
Education (Secretary)	8.1%
Finance/Banking	4.8%
Education (Business Educator)	3.7%
Service	2.8%
Accounting/Consulting	2.4%
Engineering/Architecture	2.3%
Nonprofit	2.3%
Legal	2.0%
Retail	1.9%
Real Estate	1.6%
Sales/Marketing	1.6%
Personnel/HR	1.2%
Media	0.7%
Temporary Help	0.7%
Advertising/PR	0.5%
Other	19.6%

YEARS WORKED FOR PRESENT EMPLOYER	
1-5	30.2%
6-10	23.5%
11-15	20.8%
16-20	11.3%
21-25	7.7%
26 or more	6.5%

SIZE OF COMPANY BY EMPLOYEE TOTAL	
0-24	11.9%
25-49	5.3%
50-99	5.2%
100-249	10.4%
250-499	11.7%
500-999	9.2%
1,000 or more	46.3%

A majority of respondents work in urban locations, with only 14 percent in rural locations.

OFFICE LOCATION



For most, the work day is around 8 hours long although 11.9 percent of those work 7.5 hour days. The average work week has 39.9 hours. Almost two-thirds of respondents work 40 to 44 hours per week and just under half take home work each month. The average amount of overtime worked each month is 7.7 hours.

Over one-third of respondents state that their employer has difficulty recruiting qualified secretaries and over one-fourth report difficulty in retaining qualified secretaries.

Training

Respondents state that a broad range of training is needed for secretaries in their companies, including computer software, teamwork, communication, basic secretarial skills, interpersonal skills, and time management. For themselves, respondents most often state the need for software training. Other topics of interest include supervisory skills, general computer, time management, communication, negotiating, and interpersonal skills.

TRAINING

	Personal Training Needed	Training Needed by Company Secretaries
Computer/Software	65.0%	49.8%
Supervisory Skills	33.5%	14.4%
Computer/General	28.7%	34.8%
Time Management	28.2%	44.4%
Communication	27.7%	49.1%
Negotiating	24.9%	13.9%
Interpersonal Skills	24.5%	47.4%
Organization Skills	22.3%	45.0%
Teamwork	18.8%	49.3%
Basic Skills	17.0%	47.8%
Ethics	9.4%	17.0%
Other	4.0%	1.9%

Two-thirds of employers provide training; 38 percent frequently encourage attendance at seminars and 34 percent do so sometimes. Eighty-five percent of respondents have attended at least one seminar in the past 12 months.

The most common method for receiving education or professional development at work is seminars/workshops.

Most Important Job Factors

Salary is no longer the most important factor in job satisfaction. Since 1987, salary dropped from the most important factor to the number two position. The most important factor is good working relationships with immediate supervisor and coworkers. Next important after salary are self-satisfaction and variety of duties.

IMPORTANCE OF JOB FACTORS
Ranked High to Low

1992	1987
Working Relationship	Salary
Salary	Working Relationship
Self-Satisfaction	Opportunity for Advancement
Variety of Duties	Self-Satisfaction
Opportunity to Learn	Variety of Duties
Opportunity for Advancement	Status Recognition
Status Recognition	Geographic Location
Corporate Culture	Corporate Culture
Geographic Location	

Employers' Support for Secretaries

Respondents were asked to respond to a series of statements regarding their employers' attitudes and actions toward secretaries in their organizations. They also were asked to rate the statements in terms of how beneficial the actions would be to their organization. The ratings are noted in parentheses following each statement.

In a number of areas, employers received high marks: (ranked high to low)

- *My employer has helped a secretarial group establish communication and share ideas with secretarial trainers and problem-solving groups from other companies. (9)*
- *My employer sponsors one or more secretarial problem-solving groups. (11)*
- *My employer has developed clear career paths for secretaries that include advanced training and progression to positions with higher-level responsibilities. (1)*
- *My employer has changed the title of "secretary" to something else. (12)*

EMPLOYER ENCOURAGES ATTENDANCE AT SEMINARS

Frequently	38.1%
Sometimes	33.8%
Seldom	17.4%
Never	10.8%

MOST COMMON EDUCATIONAL/ PROFESSIONAL DEVELOPMENT MATERIALS AT WORK

Seminars/Workshops	46.9%
Books	18.5%
Self-Study Materials	13.5%
None	10.4%
College-Credit Courses	5.2%
Video Tapes	3.5%
Audio Tapes	0.9%
Other	1.1%

- *My employer rewards outstanding secretarial performance with advancement to higher-level positions. (2)*

Two areas scored well with over one-third of respondents, but received too many neutral or negative responses to be included in the above category:

- *My employer regularly updates support staff job descriptions, being realistic about the skills and abilities that are needed for each position. (7)*
- *My employer adequately distinguishes between the skill levels required by different secretarial positions. (8)*

The remaining areas received a larger negative response than positive: (ranked low to high)

- *My employer provides training that helps secretaries achieve excellence in their jobs. (4)*
- *My employer allows lateral transfers so that secretaries can migrate toward the kind of work they prefer. (10)*
- *My employer pays secretaries according to the level of their responsibilities. (3)*
- *My employer carefully assesses the skills and abilities of support staff applicants and matches their strengths with the needs of particular positions. (5)*
- *My employer combats negative stereotypes and prejudices about secretaries by recognizing the importance of the secretary's contribution to the attainment of organizational goals. (6)*

Within the past three years, over 70 percent of respondents received a revised job description.

JOB DESCRIPTION HAS BEEN REVISED

In the Last 12 Months	33.3%
12 to 24 Months Ago	18.4%
24 or More Months Ago	19.5%
Never	23.2%
Review Scheduled	4.8%

Purchasing Power

Respondents were asked which products and services they are responsible for purchasing or for which their recommendation significantly affects the purchasing decision. The top areas for secretarial purchasing are desk/filing supplies (80.8%), airline, hotel, and travel arrangements (64.2%), paper supplies (63.6%), flowers, gift baskets, and corporate gifts (55.5%), and word processing/computer supplies (51.5%).

Over one-third of respondents also purchase desks/chairs/office furniture, typewriters, courier services, temporary help, computer software, and copier supplies.

Other areas of significant purchasing power include computers, telephone equipment/service, dictating/transcribing machines, and computer peripherals.

Eighty-five percent of respondents make personal mail order purchases, with more than half purchasing five or more items by mail in the past 12 months.

PURCHASE RECOMMENDATIONS

Desk/Filing Equip. and Supplies	80.8%
Airline, Travel, Hotel Reservations	64.2%
Paper Supplies	63.6%
Flowers/Gift Baskets/Corp. Gifts	55.5%
WP/Computer Supplies	51.5%
Desks, Chairs, Office Furniture	42.3%
Typewriters, Stand Alone PC's	40.1%
Courier Services	39.3%
Temporary Help	38.3%
Computer Software	37.1%
Copiers, Supplies	33.9%
Personal Computers	27.5%
Telephone Equipment, Services	28.9%
Dictating/Transcribing Machines	25.8%
Peripherals	21.9%

Over three-fourths of respondents regularly use Federal Express and UPS. About one-third use local couriers on a regular basis.

Office/Workplace Issues

Office recycling is now the norm, not the exception. Only 12.2 percent of respondents state that their companies did not recycle any materials. The most popular items to recycle are white paper (69.6%), cans/bottles (61.2%), and toner cartridges (44.0%). It is less likely to find firms recycling newsprint (29.1%) and plastic (18.4%).

Over 80 percent of respondents believe that smoking should be banned from the workplace. Only 7.5 percent disagree.

One-fourth of respondents state they had been victims of sexual harassment and fewer than one-fourth of those victims have reported the harassment.

One-fourth of respondents state they had been victims of gender discrimination and only 13 percent of the victims have reported the discrimination.

Important Issues in the Next Five Years

The respondents provided written statements summarizing their views on important issues for the secretarial profession in the next five years. The top category of responses is "Technology and Computers."

"Maintaining an adequate level of education and skills to function in a 'computer-driven' profession. We must have the knowledge and ability to meet changing demands in information processing."

"Increased technology and, as a result, more responsibilities and work load. This will increase stress and the need to learn to deal with it."

"Advancement of technology. I feel that continuing education will be a must in order to keep up with technology. Employers will need to supply monetary incentives for education so that the secretaries can be knowledgeable and well represent the organization."

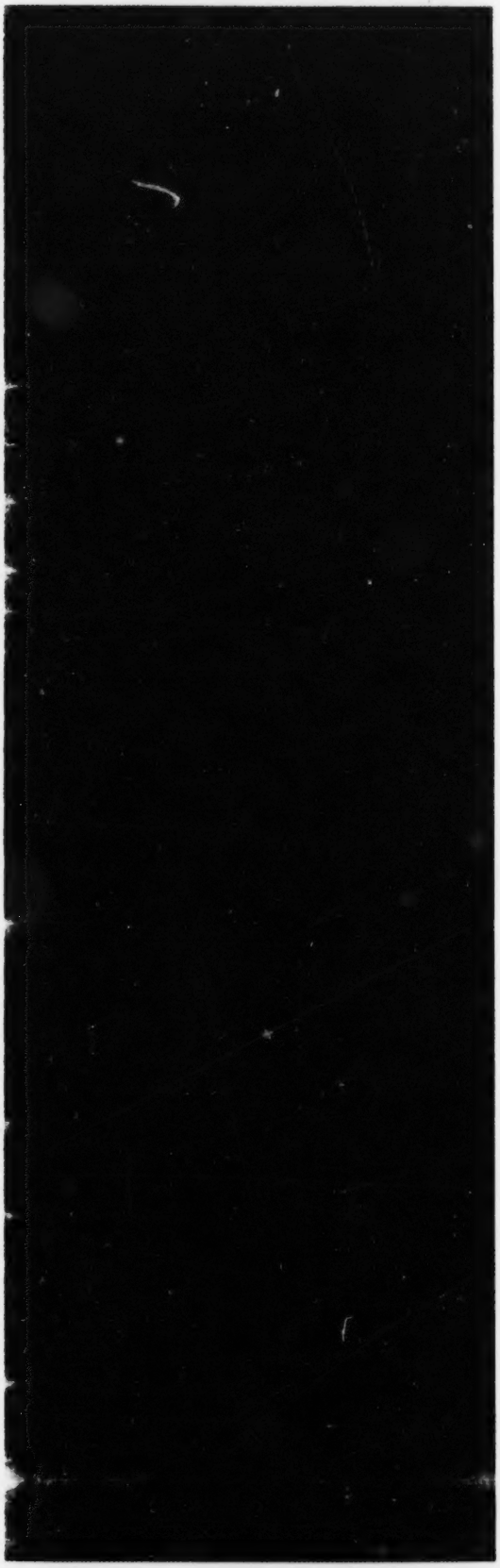
Skills is another area of concern. "Management is grabbing anyone with keyboarding skills and calling them an executive secretary. Certification will be very important in combatting this trend so that professional secretaries will receive proper compensation and recognition."

PERSONAL MAIL ORDERS PER YEAR

Zero	11.8%
1-4	33.5%
5-10	40.1%
11-20	11.5%

DELIVERY SERVICES UTILIZED

1st Class Mail	96.2%
Federal Express	78.3%
UPS	75.5%
3rd Class Mail	49.9%
Postal Express	49.4%
Parcel Post	39.9%
Local Couriers	32.3%
Postal Priority	28.1%
DHL	4.5%
Other	6.2%



"Acquiring and maintaining the necessary education, training, and skills to hold our own in the changing and challenging business world."

Adapting to change also receives attention. "Continued corporate downsizing results in extra workload and responsibilities for secretarial support positions. There is a need for broader education and interpersonal skills as we adapt to a team concept of work units."

"Technological changes and downsizing make it necessary for secretaries to be proficient in problem-solving, management, negotiating conflict, and resolution skills."

Pay equity continues to be an issue. "Compensation for the rising demand for increased knowledge and skills on the part of the secretary. Job ads now include a litany of skills required, yet pay is low."

Globalization is also mentioned. "Continuing education, including foreign languages, as companies become more global."

Refer to Appendix C for additional information.

COMPOSITION OF CORRESPONDENCE	
Yourself and Executive	85.3%
Yourself Only	9.3%
Executive Only	3.0%
None	2.4%

Chapter 4: Responsibilities

The secretary's role in the workplace is becoming more specialized, with a higher concentration on software and equipment knowledge.

Specialized knowledge is often required in secretarial positions. Over 46 percent of respondents state that administrative/supervisory skills are a prerequisite for their current position. Other special knowledge in demand includes Education (21.7%), Public Relations (20.4%), and Personnel (14.6%).

One-third of respondents have some supervisory duties and almost half have training duties.

It is more common today for secretaries to compose correspondence for both themselves and their executives. Those doing so comprise 85.3 percent of respondents, compared to 79 percent in 1987.

Ten percent of respondents work in a centralized word processing center and 26 percent work in an administrative support center.

Transcription

Most respondents use multiple methods of transcription, including hand-written rough draft (65.0%), shorthand (50.1%), machine transcription (42.8%), word processing rough draft (35.9%), and typed rough draft (23.0%). Only 8.3 percent of respondents do not transcribe at all.

While half of respondents use shorthand, only 33.6 percent state that shorthand is required for their position. In 1987, 90 percent of respondents' positions required shorthand knowledge and 24 percent used it every day.

Software

Software usage is much higher than in 1987. Word processing is the most popular type of software utilized by secretaries. Word processing software is utilized by 95.4 percent of respondents, compared to 71 percent in 1987. Of those who use word processors, 69.3 percent use WordPerfect.

The largest leap in software usage comes in the area of spreadsheets. Spreadsheet software is used by 72.9 percent of respondents, up from 27 percent in 1987. Lotus is used by 76 percent of spreadsheet users and Excel by 18.2 percent.

Database software is used by 46.2 percent of respondents, up from 23 percent in 1987.

The second largest leap in software usage is in the area of graphics. Graphics packages are used by 40.5 percent of respondents, compared to 10 percent in 1987.

In 1987, desktop publishing was loosely grouped in a category of software termed "Other" and the entire category represented only 6 percent of respondents. Desktop publishing is now its own category and 18.9 percent of respondents use one or more packages. PageMaker is the most popular of the desktop publishing packages, used by 55.3 percent of respondents who use this type of software.

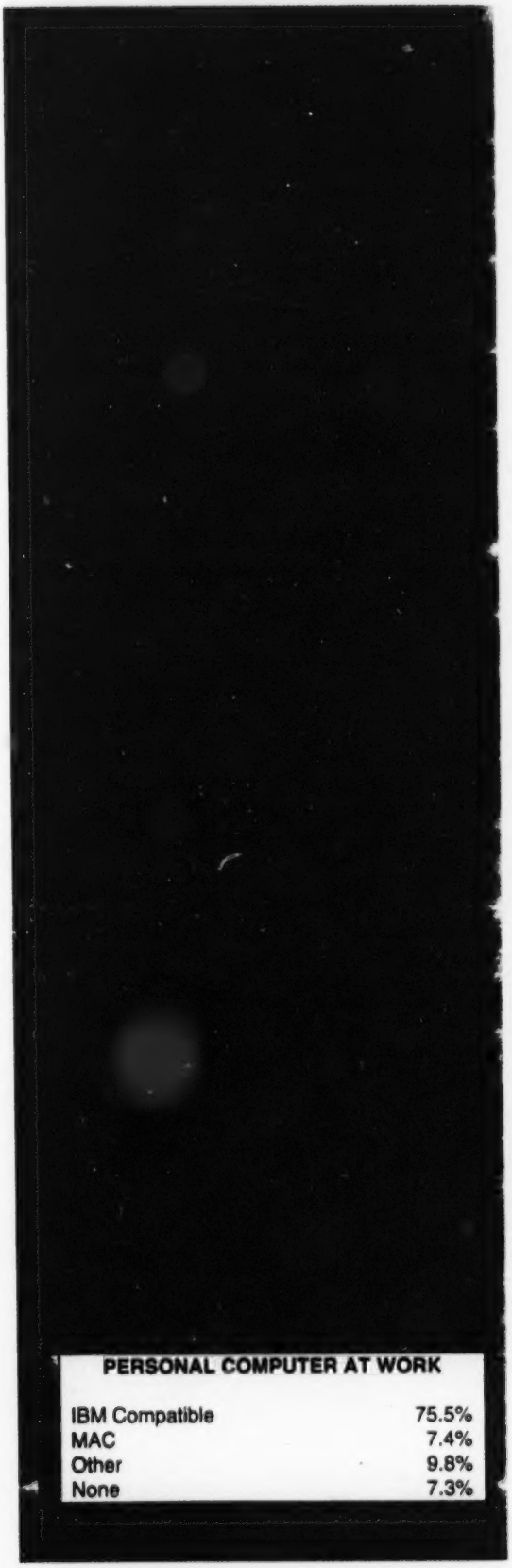
The use of financial applications is also up to 16 percent from 11 percent in 1987. The most popular packages among these users include Peachtree (17.5%), Quicken (10.9%), and Money Counts (9.5%).

Equipment

The photocopier is the single most utilized piece of office equipment for both secretaries and executives. Over 92 percent of secretaries and 28 percent of executives use one daily.

Laser printers are now in greater use than are typewriters. While the use of typewriters is still prevalent, less than 3 percent of respondents now use only a typewriter and no computer-based equipment.

The most common personal computer on the job is IBM-compatible (75.5%) and only 7.3 percent use no personal computer on the job. In addition, 44.7 percent have a PC at home.



PERSONAL COMPUTER AT WORK	
IBM Compatible	75.5%
MAC	7.4%
Other	9.8%
None	7.3%

FREQUENCY OF EQUIPMENT UTILIZED BY SECRETARY
Ranked High to Low

	Daily	Frequently	Sometimes	Seldom	Never
Copier	92.1%	4.0%	0.7%	0.1%	3.2%
PC IBM	71.3%	4.9%	3.3%	1.2%	19.3%
Laser Printer	69.5%	3.2%	4.1%	0.8%	2.3%
Typewriter	51.3%	13.9%	18.4%	11.4%	5.1%
Terminal	40.7%	3.7%	4.2%	1.7%	49.7%
Transcriber	9.3%	11.0%	13.6%	12.3%	53.8%
Dot Matrix Printer	69.5%	3.2%	4.1%	0.8%	22.3%
Stand Alone Word Processor	21.6%	2.8%	3.2%	3.0%	69.4%
PC Mac/Apple	11.5%	2.0%	1.2%	1.5%	83.8%
Other	7.7%	3.0%	0.5%	0.1%	88.6%
Plotter/CAD	2.8%	1.7%	5.0%	3.2%	87.2%

Seventy-five percent of respondents' executives use a computer on the job. While some percentage of executives use a different type of computer than their secretaries, it is more common for secretary and executive to use similar computer equipment.

FREQUENCY OF EQUIPMENT UTILIZED BY EXECUTIVE
Ranked High to Low

	Daily	Frequently	Sometimes	Seldom	Never
Copier	28.3%	15.9%	23.2%	12.2%	20.4%
PC IBM	27.3%	10.6%	9.8%	6.0%	46.%
Laser Printer	28.3%	23.2%	12.2%	20.4%	79.6%
Terminal	17.6%	7.3%	7.7%	3.2%	64.3%
Dot Matrix Printer	8.7%	4.5%	6.9%	5.7%	74.2%
Transcriber	3.4%	5.4%	4.1%	4.5%	82.5%
PC Mac/Apple	6.5%	2.9%	2.6%	1.7%	86.3%
Stand Alone Word Processor	5.0%	3.2%	4.2%	1.7%	85.9%
Typewriter	3.3%	2.1%	5.2%	10.2%	79.2%
Plotter/CAD	3.2%	2.0%	3.7%	2.4%	88.8%
Other	3.6%	2.9%	1.7%	0.7%	91.1%

For secretaries who do not use a Mac, about six percent of their executives do use a Mac. The same situation for terminals is 12.3 percent and for IBM-compatible PCs is 17.8 percent.

For secretaries who use an IBM-compatible PC daily, over 65 percent of their executives use the same type of equipment to some extent. For secretaries who use terminals or Macs, about 60 percent of their executives use the same type of equipment.

Refer to Appendix D for further information.

Appendix A: Demographics and Lifestyles

GENDER

Male	0.5%
Female	99.5%

AGE

Less than 20	0.1%
20-29	5.1%
30-39	22.3%
40-49	38.7%
50-59	25.5%
60 or more	8.2%
Average	45.26

MARITAL STATUS

Single	11.4%
Married	69.9%
Separated	0.5%
Divorced	14.6%
Widowed	3.6%

TOTAL NUMBER OF DEPENDENTS

Zero	54.5%
1-2	37.4%
3-4	6.5%
5-6	1.2%
7-8	0.4%

DEPENDENT TYPE FOR THOSE WITH DEPENDENTS

Children under 6	15.0%
Children 6-12	21.3%
Children 13-18	26.0%
College students	25.0%
Parents	5.9%
Other	6.9%

PERSONS RESIDING IN HOME OTHER THAN SPOUSE/ DOMESTIC PARTNER

Children under 6	8.1%
Children 6-12	10.3%
Children 13-18	11.8%
College students	10.6%
Parents	6.4%
Other	10.9%
None	55.2%

HOME TYPE

Single-family home	81.5%
Apartment	7.8%
Condominium	4.7%
Townhouse	6.0%

HOME OWNERSHIP

Rent	13.7%
Own	83.1%
Neither	3.2%

PETS

Dog	37.5%
Cat	31.5%
Fish	5.7%
Other	7.6%
None	41.9%

CAR DRIVEN

Compact	19.9%
Mid-size	48.8%
Luxury	12.9%
Truck	4.8%
Sports car	6.7%
Other	6.8%

NUMBER OF CREDIT CARDS

Zero	4.1%
1-5	78.1%
6-10	16.6%
11 or more	1.2%

BOOKS READ IN THE LAST SIX MONTHS

Zero	9.7%
1-4	43.2%
5-10	25.9%
11-20	11.8%
21 or more	9.4%

PERIODICALS READ (TOP RESPONSES ONLY)

The Secretary	94.0%
Working Woman	29.1%
Newsweek	19.2%
Time	18.9%
USA Today	16.7%
Business Week	12.7%
Local Newspaper	11.1%
Good Housekeeping	10.1%
Better Homes & Gardens	9.1%
Reader's Digest	8.5%
Wall Street Journal	7.8%
US News & World Report	7.4%

MOST REWARDING ASPECT IN LIFE OTHER THAN FAMILY

Work	48.7%
Hobbies	20.7%
Religious Activities	15.7%
Community Projects	5.1%
Other	9.8%

HOME LOCATION

Urban	25.5%
Suburban	48.1%
Rural	26.4%

COMMUTE TIME

Less than 20 minutes	63.4%
20-40 minutes	29.4%
41-60 minutes	6.4%
More than 60 minutes	0.8%

METHOD OF TRANSPORTATION TO WORK

Drive Alone	86.2%
Carpool	8.1%
Public Transportation	2.8%
Walk	3.4%
Other	1.7%

PERSONAL COMPUTER AT HOME

IBM Compatible	36.2%
Macintosh	2.6%
Other	5.9%
None	55.3%

YEARS IN OFFICE/SECRETARIAL POSITIONS

1-5	3.0%
6-10	9.7%
11-15	16.0%
16-20	22.1%
21-25	18.3%
26-30	14.7%
31-35	8.3%
36 or more	7.3%
average	21.5

CAREER GOAL

Remain in Secretarial	50.4%
Advance into Management	16.2%
Move into a different position	14.0%
Change careers	9.1%
Other	10.3%

MOST FREQUENT METHOD OF HANDLING LUNCH

Buying	42.6%
Skipping	6.8%
Bringing to Work	45.8%

CURRENTLY ENROLLED IN EDUCATIONAL COURSES

Yes	22.5%
No	78.4%

LEVEL OF POSTSECONDARY EDUCATION ACHIEVED

None	13.5%
Junior/Community College (some credit)	11.9%
Junior/Community College (certificate)	6.4%
Junior/Community College (Associates Degree)	11.0%
Business/Technical School (one-year)	8.2%
Business/Technical School (two-year)	5.4%
College/University (some credit)	28.6%
College/University (Bachelor's Degree)	10.1%
College/University (some post-grad work)	2.8%
College/University (Master's Degree)	2.0%
College/University (Doctorate)	0.1%

POSTSECONDARY EDUCATION - ULTIMATE GOAL

None	58.0%
Junior/Community College (some credit)	2.3%
Junior/Community College (certificate)	1.9%
Junior/Community College (Associates Degree)	7.9%
Business/Technical School (one-year)	0.5%
Business/Technical School (two-year)	2.0%
College/University (some credit)	2.9%
College/University (Bachelor's Degree)	18.3%
College/University (some post-grad work)	1.2%
College/University (Master's Degree)	3.4%
College/University (Doctorate)	1.6%

HAVE CPS RATING

Yes	57.0%
No	42.9%

THOSE WITHOUT THE CPS RATING BUT CURRENTLY PURSUING

Yes	19.2%
No	80.8%

MEMBERSHIP IN ASSOCIATION OTHER THAN PSI

NAFE	4.5%
ABWA	2.5%
NAES	1.7%
Other	30.3%
None	61.0%

(associations mentioned in "Other"):

- Administrative Management Association
- American Field Service
- American Institute of Banking
- American Management Association
- American Nuclear Society
- American Society of Training and Development
- Association of Administrative Assistants
- Association of Educational Office Personnel
- Association of Records Managers and Administrators
- Association for Women in Computing
- Business and Professional Women International
- Beta Sigma Phi
- Canadian Payroll Association
- CPS Academy
- CPS Society
- Education Secretaries
- European Women Managers Development Network
- Executive Women International
- Extension Homemakers
- Girl Scouts
- Health Meeting Planners
- International Business Education Teachers
- International Business Teachers
- International Marketing Association
- International Personnel Management Association
- League of Women Voters
- Meeting Planners International
- National Association of Career Women
- National Association of Local Government Officers
- National Association of Medical Transcriptionists
- National Association of Parliamentarians
- National Association of Legal Secretaries
- National Business Education Association
- National Grange
- National Notary Association
- Optimist International
- Press Club
- Scouts Canada
- Society of Health Care Executive Assistants
- Society for Human Resource Management
- Toastmasters

CENSUS REGIONS:
New England - ME, NH, VT, MA, RI, CT
Middle Atlantic - NY, NJ, PA
East North Central - OH, IN, IL, MI, WI
West North Central - MN, IA, MO, ND, SD, NE, KS
South Atlantic - DE, MD, DC, VA, WV, NC, SC, GA, FL
East South Central - KY, TN, AL, MI
West South Central - AR, LA, OK, TX
Mountain - MT, ID, WY, CO, NM, AZ, UT, NV
Pacific - WA, OR, CA, AK, HI, PR

Appendix B: Compensation

PERSONAL INCOME

Less than $16,000	5.7%
$16000 - $20,999	15.1%
$21,000 - $25,999	24.6%
$26,000 - $30,999	25.0%
$31,000 - $35,999	12.6%
$36,000 - $40,999	8.1%
$41,000 or more	6.0%
average	$27,147

PERCEIVED PAY SCALE

Below average	7.4%
Average	47.4%
Above Average	33.7%
Don't Know	11.5%

AVERAGE PERSONAL INCOME BY CPS RATING ATTAINMENT

Yes	$28,102
No	$26,693

SOLE SUPPORT OF HOUSEHOLD BY SALARY NECESSARY FOR HOUSEHOLD

Sole Support	Yes	No
Yes	30.8%	3.0%
No	69.2%	97.0%
	100.0%	100.0%

LAST SALARY INCREASE

Less than one year	69.2%
1-2 years ago	21.6%
More than 2 years	5.6%
Have not received	3.6%

AMOUNT OF LAST SALARY INCREASE

Less than 5%	52.6%
5-10%	43.5%
More than 10%	3.9%

REASONS FOR LAST SALARY INCREASE

Merit	47.4%
Annual/Automatic	24.0%
Cost of Living	19.1%
Promotion	6.1%
Greater Responsibility	4.2%
CPS Attainment	1.2%
Other	3.0%
New Skills	0.3%

AVERAGE PERSONAL INCOME BY JOB TITLE

Executive Assistant	$33,935
Instructor (Educator)	$33,792
Coordinator	$30,053
Office Manager	$29,357
Executive Secretary	$28,505
Administrative Assistant	$28,018
Senior Administrative Assistant	$27,187
Senior Secretary	$26,249
Other	$25,593
Administrative Secretary	$25,080
Secretary	$24,324

AVERAGE PERSONAL INCOME BY SUPERVISOR'S TITLE

CEO	$34,937
President/VP	$29,023
Chair	$28,844
Superintendent	$27,925
Manager	$27,783
Supervisor	$27,739
Administrator (Education)	$27,100
Other	$26,933
Administrator	$25,150
Director	$24,858
Secretary	$22,800
Officer	$22,900
Owner/Principal	$22,756

AVERAGE PERSONAL INCOME BY POSTSECONDARY EDUCATION ACHIEVED

Doctoral Degree	$40,000
Master's Degree	$32,623
Some Postgraduate Work	$32,467
Some Junior College	$27,772
Some College/University	$27,453
Bachelor's Degree	$27,217
Associate Degree	$27,161
None	$26,913
Business/Technical School (2 Year)	$25,219
Business/Technical School (1 Year)	$25,100
Junior College Certificate	$24,202

AVERAGE PERSONAL INCOME BY YEARS IN OFFICE/ SECRETARIAL POSITIONS

1 to 5	$22,858
6 to 10	$22,409
11 to 15	$25,422
16 to 20	$26,651
21 to 25	$27,808
26 to 30	$29,927
31 to 35	$29,130
36 or more	$30,471

AVERAGE PERSONAL INCOME BY OFFICE LOCATION

Urban	$27,183
Suburban	$28,209
Rural	$24,568

AVERAGE PERSONAL INCOME BY COMPANY SIZE (Number of Employees)

24 or Less	$23,763
25 to 49	$24,582
50 to 99	$27,932
100 to 249	$26,748
250 to 499	$25,575
500 to 999	$27,424
1,000 or More	$28,443

AVERAGE PERSONAL INCOME BY SCOPE OF COMPANY

Multinational Locations	$29,520
Regional Locations	$27,136
Local Locations	$26,375
State/Provincewide Locations	$26,267
Nationwide Locations	$26,171
One Location	$25,839

AVERAGE PERSONAL INCOME BY NUMBER OF EXECUTIVES SUPPORTED

One	$28,514
2 to 3	$26,159
4 to 5	$25,933
6 to 10	$24,522
11 or more	$26,610

AVERAGE PERSONAL INCOME BY INDUSTRY

Sales/Marketing	$33,088
Education (Business Educator)	$32,892
Media	$29,943
Temporary Help	$29,600
Other	$28,311
Manufacturing/Utilities	$28,067
Retail	$27,561
Real Estate	$26,940
Personnel/Human Resources	$26,850
Service	$26,296
Accounting/Consulting	$26,269
Government	$26,208
Education (Secretary)	$26,166
Advertising/PR	$26,043
Engineering/Architecture	$25,829
Healthcare	$25,509
Legal	$25,355
Finance/Banking	$25,045
Nonprofit	$23,925

AVERAGE PERSONAL INCOME BY RESPONSIBILITY OF TRAINING DUTIES

Yes	$27,587
No	$26,705

OTHER COMPENSATION

Overtime	54.6%
Bonus	19.3%
Comp time	32.6%
Flex time	15.9%

PERSONAL INCOME BY YEARS WORKED FOR PRESENT EMPLOYER

1 to 5	$24,642
6 to 10	$26,916
11 to 15	$28,041
16 to 20	$29,506
21 to 25	$29,270
26 to 30	$30,493
31 to 35	$33,202
36 or more	$28,288

YEARS WORKED FOR PRESENT EMPLOYER BY VACATION DAYS EARNED

	Days Earned					
Yrs. Worked	0-5	6-10	11-15	16-20	21+	Avg.Days
1-5	42.4%	66.4%	33.6%	13.6%	9.2%	12.7
6-10	15.2%	17.2%	32.8%	18.5%	19.6%	16.2
11-15	18.2%	9.7%	22.9%	30.9%	17.2%	16.8
16-20	12.1%	3.0%	6.9%	24.1%	12.3%	18.6
21-25	3.0%	3.0%	1.9%	7.4%	22.1%	22.3
26 +	9.1%	0.7%	1.9%	5.6%	19.6%	22.8
	100.0%	100.0%	100.0%	100.0%	100.0%	

FRINGE BENEFITS

Life Insurance	89.5%
Major Medical	86.9%
Hospitalization	85.6%
Pension/Retirement	84.2%
Dental	73.5%
Tuition Assistance	67.2%
Long-term Disability	66.9%
Credit-Union	53.4%
Optical	37.1%
Deferred Income	34.0%
Profit Sharing	27.3%
Child Care	7.8%
Elder Care	2.5%
Other	9.9%

Appendix C: Workplace

CURRENT TITLE

Secretary	31.2%
Executive Secretary	17.3%
Executive Assistant	6.8%
Administrative Assistant	6.6%
Administrative Secretary	6.6%
Office Manager	5.7%
Senior Secretary	4.0%
Educator/Instructor	2.6%
Coordinator	2.5%
Other	16.5%

IMMEDIATE SUPERVISOR'S TITLE

President/VP	32.3%
Manager	21.6%
Director	18.0%
Other	12.6%
CEO	2.7%
Chair	2.4%
Owner/Principal	2.0%
Superintendent	2.4%
Supervisor	1.4%
Officer (other than CEO)	1.3%
Administrator (Education)	1.1%
Administrator	1.1%
Secretary	1.0%

NUMBER OF EXECUTIVES SUPPORTED

One	43.2%
2 to 3	35.3%
4 to 5	10.2%
6 to 10	8.3%
11 or more	3.0%

YEARS WORKED FOR PRESENT EMPLOYER

1 to 5	30.2%
6 to 10	23.5%
11 to 15	20.8%
16 to 20	11.3%
21 to 25	7.7%
26 or more	6.5%

SIZE OF COMPANY BY EMPLOYEE TOTAL

0 to 24	11.9%
25 to 49	5.3%
50 to 99	5.2%
100 to 249	10.4%
250 to 499	11.7%
500 to 999	9.2%
1,000 or more	46.3%

SCOPE OF COMPANY

One Location	25.9%
Local Locations	16.3%
State/Provincewide	9.4%
Regional	10.8%
Nationwide	12.2%
Multinational	25.4%

INDUSTRY OF EMPLOYER

Manufacturing/Utilities	22.0%
Healthcare	10.7%
Government	9.9%
Education(Secretary)	8.1%
Finance/Banking	4.8%
Education(Business Educator)	3.7%
Service	2.8%
Accounting/Consulting	2.4%
Engineering/Architecture	2.3%
Nonprofit	2.3%
Legal	2.0%
Retail	1.9%
Real Estate	1.6%
Sales/Marketing	1.6%
Personnel/HR	1.2%
Media	0.7%
Temporary Help	0.7%
Advertising/PR	0.5%
Other	19.6%

OFFICE LOCATION

Urban	55.8%
Suburban	28.6%
Rural	14.3%

HOURS IN WORK DAY

Less than 8	19.4%
8	65.8%
9 or more	14.8%
Average	8.0

HOURS IN WORK WEEK

Less than 40	21.5%
40 to 44	64.7%
45 or more	13.8%
Average	39.9

HOURS OF TAKE-HOME WORK PER MONTH

Zero	57.6%
1 to 5	24.5%
6 to 10	11.2%
11 to 15	2.2%
16 to 20	2.4%
21 or more	2.2%
Average	3.37

OVERTIME HOURS PER MONTH

Zero	30.6%
1-5	27.0%
6-10	18.1%
11-15	4.1%
16-20	7.5%
21-25	1.6%
26 or more	5.7%
No Response	5.3%
Average	7.66

ORGANIZATION HAS TROUBLE RECRUITING QUALIFIED SECRETARIES

Yes	32.2%
No	46.2%
Don't Know/Not Sure	21.6%

ORGANIZATION HAS TROUBLE RETAINING QUALIFIED SECRETARIES

Yes	26.1%
No	59.1%
Don't Know/Not Sure	14.7%

PERSONAL TRAINING NEEDED

Computer/Software	65.0%
Supervisory Skills	33.5%
Computer/General	28.7%
Time Management	28.2%
Communication	27.7%
Negotiating	24.9%
Interpersonal Skills	24.5%
Organization Skills	22.3%
Teamwork	18.8%
Basic Skills	17.0%
Ethics	9.4%
Other	4.0%

TRAINING NEEDED BY COMPANY SECRETARIES

Computer/Software	49.8%
Teamwork	49.3%
Communication	49.1%
Basic Skills	47.8%
Interpersonal Skills	47.4%
Organization Skills	45.0%
Time Management	44.4%
Computer/General	34.8%
Ethics	17.0%
Supervisory Skills	14.4%
Negotiating	13.9%
Other	1.9%

EMPLOYER PROVIDES TRAINING

Yes	66.5%
No	32.5%

ATTENDED SEMINARS IN THE PAST 12 MONTHS

Yes	85.0%
No	15.0%

SPECIAL KNOWLEDGE NEEDED FOR POSITION

Administrative/Supervisory	46.2%
Education	21.7%
Other	20.5%
Public Relations	20.4%
Personnel	14.6%
Banking/Finance	8.1%
Sales/Marketing	7.9%
Medical	7.3%
Legal	6.4%
Insurance	4.8%
Science/Engineering	4.1%
Real Estate	2.8%

MOST COMMON EDUCATIONAL/PROFESSIONAL DEVELOPMENT MATERIALS AT WORK

Seminars/Workshops	46.9%
Books	18.5%
Self-Study Materials	13.5%
College-Credit Courses	5.2%
Video Tapes	3.5%
Audio Tapes	0.9%
Other	1.1%
None	10.4%

IMPORTANCE OF JOB FACTORS (ranking "9" as highest and "1" as lowest in percentages)

	9	8	7	6	5	4	3	2	1
Working Relationship	19.8	14.9	12.4	11.6	10.5	8.8	9.2	7.4	5.4
Good Salary	15.8	16.1	14.3	12.2	12.3	10.4	7.2	5.9	5.8
Self-Satisfaction	18.9	15.6	11.8	10.2	12.5	10.0	7.2	6.7	6.9
Variety of Duties	7.1	10.4	15.3	18.8	14.3	14.1	8.6	7.6	3.9
Opportunity to Learn	5.2	8.9	15.1	17.3	19.4	15.1	9.7	6.6	2.6
Opportunity for Advancement	6.4	10.7	8.4	7.9	9.7	14.5	16.0	13.2	13.2
Status Recognition	8.4	8.6	7.9	7.9	9.4	11.2	15.7	17.8	13.2
Corporate Culture	7.1	7.6	7.1	6.9	6.6	9.4	15.5	22.0	17.9
Geographic Location	11.3	7.0	7.0	6.9	5.2	7.2	10.0	14.6	30.8

JOB DESCRIPTION HAS BEEN REVISED

In the Last 12 Months	33.3%
12 to 24 Months Ago	18.4%
24 or More Months Ago	19.5%
Never	23.2%
Review Scheduled	4.8%

PURCHASE RECOMMENDATIONS

Desk/Filing Equip. and Supplies	80.8%
Airline, Travel, Hotel Reservations	64.2%
Paper Supplies	63.6%
Flowers/Gift Baskets/Corp. Gifts	55.5%
WP/Computer Supplies	51.5%
Desks, Chairs, Office Furniture	40.1%
Typewriters, Stand Alone PCs	40.1%
Courier Services	39.3%
Temporary Help	38.3%
Computer Software	37.1%
Copiers, Supplies	33.9%
Personal Computers	27.5%
Telephone Equipment, Services	28.9%
Dictating/Transcribing Machines	25.8%
Peripherals	21.9%

PERSONAL MAIL ORDERS PER YEAR

Zero	11.8%
1-4	33.5%
5-10	40.1%
11-20	11.5%

DELIVERY SERVICES UTILIZED

1st Class Mail	96.2%
Federal Express	78.3%
UPS	75.5%
3rd Class Mail	49.9%
Postal Express	49.4%
Parcel Post	39.9%
Local Couriers	32.3%
Postal Priority	28.1%
DHL	4.5%
Other	6.2%

UNION MEMBERSHIP

Yes	6.5%
No	93.5%

UNION NAMES

AFL-CIO	2.8%
AFSME	2.8%
CSEA	2.8%
NEA	7.1%
Public Service Alliance of Canada	4.2%
UPEA	2.8%
Name not given	41.3%
Other	35.7%

OFFICE RECYCLING

White Paper	69.9%
Cans/Bottles	61.2%
Toner Cartridges	44.0%
Newsprint	29.1%
Plastic	18.4%
None of the Above	12.2%

ISSUES

"I think smoking should be banned from the workplace."

Strongly Agree	64.0%
Agree	17.3%
Neither Agree nor Disagree	10.8%
Disagree	5.1%
Strongly Disagree	2.4%

"I have been the victim of sexual harassment."

Yes	25.9%
No	74.1%

Of those that answered 'Yes', "I reported the harassment."

Yes	23.1%
No	76.9%

"I have been the victim of gender discrimination."

Yes	24.7%
No	75.3%

Of those that answered 'Yes', "I reported the discrimination."

Yes	13.3%
No	79.5%
No Response	7.1%

The most important issues facing secretarial workers in the next five years will be... *(The following summarizes the type of responses and the number of occurrences).*

Technology/Computer	200
Skills	97
Adapt to Change	89
Pay Equity	46
Globalization	31
Value	12
Combat Stereotypes	10
Career Ladder	3

EMPLOYER STATEMENT RESPONSES

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My employer regularly updates support staff job descriptions, being realistic about the skills and abilities that are needed for each position.	19.7%	20.8%	31.9%	18.6%	9.0%
My employer adequately distinguishes between the skill levels required by different secretarial positions.	17.0%	21.5%	30.4%	20.9%	10.1%
My employer carefully assesses the skills and abilities of support staff applicants and matches their strengths with the needs of particular positions.	12.2%	20.3%	32.8%	25.5%	9.1%
My employer provides training that helps secretaries achieve excellence in their jobs.	15.3%	16.4%	27.6%	25.6%	15.1%
My employer allows lateral transfers so that secretaries can migrate toward the kind of work they prefer.	14.9%	18.5%	28.9%	25.3%	12.8%
My employer has developed clear career paths for secretaries that include advanced training and progression to positions with higher-level responsibilities.	30.7%	27.9%	24.4%	12.8%	4.6%
My employer rewards outstanding secretarial performance with advancement to higher-level positions.	26.2%	25.4%	27.6%	14.8%	6.4%
My employer combats negative stereotypes and prejudices about secretaries by recognizing the importance of the secretary's contribution to the attainment of organizational goals.	16.4%	18.4%	31.8%	20.9%	12.6%
My employer pays secretaries according to the level of their responsibilities.	16.8%	18.0%	28.4%	26.0%	10.9%
My employer sponsors one or more secretarial problem-solving groups	47.2%	23.2%	17.9%	8.3%	3.5%
My employer has changed the title of "secretary" to something else.	43.5%	13.8%	15.1%	12.8%	14.7%
My employer has helped a secretarial group establish communication and share ideas with secretarial trainers and problem-solving groups from other companies.	58.6%	21.0%	13.6%	4.2%	2.6%

EMPLOYER STATEMENT RATINGS - Ranked High to Low

Respondents' ratings of how beneficial the following action would be to their organization:

1 My employer has developed clear career paths for secretaries that include advanced training and progression to positions with higher-level responsibilities.
2 My employer rewards outstanding secretarial performance with advancement to higher-level positions.
3 My employer pays secretaries according to the level of their responsibilities.
4 My employer provides training that helps secretaries achieve excellence in their jobs.
5 My employer carefully assesses the skills and abilities of support staff applicants and matches their strengths with the needs of particular positions.
6 My employer combats negative stereotypes and prejudices about secretaries by recognizing the importance of the secretary's contribution to the attainment of organizational goals.
7 My employer regularly updates support staff job descriptions, being realistic about the skills and abilities that are needed for each position.
8 My employer adequately distinguishes between the skill levels required by different secretarial positions.
9 My employer has helped a secretarial group establish communication and share ideas with secretarial trainers and problem-solving groups from other companies.
10 My employer allows lateral transfers so that secretaries can migrate toward the kind of work they prefer.
11 My employer sponsors one or more secretarial problem-solving groups
12 My employer has changed the title of "secretary" to something else.

Appendix D: Responsibilities

SPECIAL KNOWLEDGE NEEDED FOR POSITION

Administrative/Supervisory	46.2%
Education	21.7%
Public Relations	20.4%
Personnel	14.6%
Banking/Finance	8.1%
Sales/Marketing	7.9%
Medical	7.3%
Legal	6.4%
Insurance	4.8%
Science/Engineering	4.1%
Real Estate	2.8%

SUPERVISION DUTIES

Yes	33.4%
No	66.6%

TRAINING DUTIES

Yes	48.5%
No	51.5%

COMPOSITION OF CORRESPONDENCE

Yourself and Executive	85.3%
Yourself Only	9.3%
Executive Only	3.0%
None	2.4%

WORK IN CENTRALIZED WORD PROCESSING AREA

Yes	10.2%
No	89.8%

WORK IN AN ADMINISTRATIVE SUPPORT CENTER

Yes	26.6%
No	71.8%
No Response	1.6%

TRANSCRIPTION METHOD USED

Rough Draft-Hand	65.0%
Shorthand	50.1%
Machine Transcription	42.8%
Rough Draft-WP	35.9%
Rough Draft-Typed	23.0%
Do Not Transcribe	8.3%
Other	2.3%

SHORTHAND REQUIRED FOR POSITION

Yes	33.6%
No	66.4%

SOFTWARE USED

Word Processing (95.4% of respondents using)

WordPerfect	69.3%
Microsoft Word	21.5%
Other	18.6%
Display Write	11.8%
MultiMate	6.9%
Professional Write	6.5%
WordStar	6.1%

Spreadsheet (72.9% of respondents using)

Lotus	76.0%
Excel	18.2%
Other	16.4%
Quattro Pro	4.0%

Database (46.2% of respondents using)

dBase	61.9%
Other	27.2%
Paradox	7.8%
FoxPro	3.1%

Financial (16.0% of respondents using)

Other	62.0%
Peachtree	17.5%
Quicken	10.9%
Money Counts	9.5%

Graphics (40.5% of respondents using)

Harvard Graphics	50.0%
Other	35.4%
Freelance	5.9%
Arts & Letters	4.8%
CorelDraw	3.9%

Desk Top Publishing (18.9% of respondents using)

PageMaker	55.3%
Other	25.3%
Ventura	17.3%
QuarkXPress	2.0%

PERSONAL COMPUTER AT WORK

IBM Compatible	75.5%
MAC	7.4%
Other	9.8%
None	7.3%

PERSONAL COMPUTER AT HOME

IBM Compatible	36.2%
MAC	2.6%
Other	5.9%
None	55.3%

FREQUENCY OF EQUIPMENT UTILIZED BY SECRETARY

	Daily	Frequently	Sometimes	Seldom	Never
Copier	92.1%	4.0%	0.7%	0.1%	3.2%
PC IBM	71.3%	4.9%	3.3%	1.2%	19.3%
Laser Printer	69.5%	3.2%	4.1%	0.8%	2.3%
Typewriter	51.3%	13.9%	18.4%	11.4%	5.1%
Terminal	40.7%	3.7%	4.2%	1.7%	49.7%
Transcriber	9.3%	11.0%	13.6%	12.3%	53.8%
Dot Matrix Printer	69.5%	3.2%	4.1%	0.8%	22.3%
Stand Alone WP	21.6%	2.8%	3.2%	3.0%	69.4%
PC Mac/Apple	11.5%	2.0%	1.2%	1.5%	83.8%
Other	7.7%	3.0%	0.5%	0.1%	88.6%
Plotter/CAD	2.8%	1.7%	5.0%	3.2%	87.2%

Other Included: Fax, Telephone Systems

FREQUENCY OF EQUIPMENT UTILIZED BY EXECUTIVE

	Daily	Frequently	Sometimes	Seldom	Never
Copier	28.3%	15.9%	23.2%	12.2%	20.4%
PC IBM	27.3%	10.6%	9.8%	6.0%	46.%
Laser Printer	28.3%	23.2%	12.2%	20.4%	79.6%
Terminal	17.6%	7.3%	7.7%	3.2%	64.3%
Dot Matrix Printer	8.7%	4.5%	6.9%	5.7%	74.2%
Transcriber	3.4%	5.4%	4.1%	4.5%	82.5%
PC Mac/Apple	6.5%	2.9%	2.6%	1.7%	86.3%
Stand Alone WP	5.0%	3.2%	4.2%	1.7%	85.9%
Typewriter	3.3%	2.1%	5.2%	10.2%	79.2%
Plotter/CAD	3.2%	2.0%	3.7%	2.4%	88.8%
Other	3.6%	2.9%	1.7%	0.7%	91.1%

Other Includes: Fax, Telephone Systems

PRIORITY
MANAGEMENT®

The most important and dramatic development of the late 20th Century has been the shift to the post-industrial Information Age. Life and work have undergone, and continue to undergo, enormous and rapid change. Technological innovation and the resulting information explosion have led many of us to lives of extraordinary complexity, confusion, and stress. It is clear that this upheaval has created a widening *skills gap*. The knowledge, skills, and attitudes which served the Industrial Age are inadequate in a world where innovation, creativity, and self-management are the bywords of productivity and quality.

The last decade has seen the pace of change accelerate to the point where society and the workplace have had to re-invent themselves. With little precedence of guidance, many people and organizations are struggling to come to terms with a vastly more *challenging* and *complex* world. Traditional hierarchies are crumbling and distinctions of title, task, department, and even organization are blurring. Networks, strategic alliances and teamwork are becoming the key building blocks for a new organizational model.

Priority Management has recognized a growing awareness of the importance of looking at work in a very different way; seeing it as a *process* of *learning*, not just doing. Organizations and individuals at all levels of responsibility must commit themselves to *lifelong learning*.

Priority Management believes that a full understanding of the nature and implications of transformational change is the first step in understanding the skills needed to prosper, not just survive, in the 90's and beyond.

As an international learning organization, **Priority Management** offers training and development programs resulting from extensive research in the areas of *Essential Management Skills* and (Productivity, Quality, and Interdependence) *PQ-I*™ in 14 countries throughout 300 Franchised offices.

Headquartered in Bellevue, Washington, **Priority Management** has trained more than 450,000 individuals from both small businesses and Fortune 500 companies such as IBM, Sony, Microsoft, Ford, and AT&T in acquiring new skills to help live a more productive and balanced life today and tomorrow.

For more information about Priority Management Systems, Inc. phone 800/221-9031.

Registered Trademarks of Priority Management Systems, Inc.®, PQ-I™

Priority Management Systems Inc.
Knoll Center Bellevue
500 - 108th Ave. NE, Suite 1740
Bellevue WA 98004
Phone 206/454-7686 800/221-9031
Fax 206/454-5506

professional Secretaries international.

World Headquarters
10502 NW Ambassador Drive, PO Box 20404
Kansas City MO 64195-0404
Phone 816/891-6600 Fax 816/891-9118

6/93-2M-SP